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TO : Chief, Economic Research, ORR

DATE: 8 May 1958

FROM : Chief, Industrial Division, ORR

SUBJECT: Enhancing membership in Career Service

1. One could wax philosophical in general on the circumstances under which the Career Service concept was generated and in particular what advantages were supposed to accrue to either the Agency or the individual. It is really too late for that, and under current conditions we find ourselves facing up to the problem, "Now that we have it, how can we make it worthwhile?"

2. By enhancing membership in career service, I take you to mean make it more attractive from the individual's point of view. Under this definition there are perhaps five broad means of making career service more attractive; they are:

- a. recognition
- b. monetary reward
- c. greater job security
- d. more attractive retirement
- e. special privilege

3. Each of these classes of enhancement has problems. For example, recognition might be accomplished by giving each member of career service a lapel button similar to the "good conduct" ribbon of the Army, but this would probably be considered a security problem. The possibility of additional monetary reward, greater job security and more attractive retirement provisions would probably meet with serious budgetary objections. The only easily accomplished approach seems to be in the special privilege category, such as making this a condition of external training, overseas assignments, attendance at professional meetings, sabbatical leaves, etc.

4. It should be pointed out, however, that none of this discussion really has much meaning when we consider the facts that all candidates for career service must be accepted unless a supervisor is prepared to request separation for the individual and that refusal to apply for career service by the employee is equated to an advanced notice of resignation.

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